

MEMORANDUM FOR: Director, Office of Communications

FROM : John H. Waller
Inspector General

SUBJECT : Updating of the Inspector General's 1977
Survey of the Office of Communications

DD/A Registry
File 047 2-1

REFERENCES : A. IG Memorandum 77-2075, dated 23 September
1977 to the Director of Central Intelligence
from the Inspector General.

B. IG Memorandum 77-2077, dated 23 September
1977, to the Acting Deputy Director for
Administration from the Inspector General.

C. OC Memorandum 78-317, dated 25 April 1978,
to the Inspector General from the Acting
Director of Communications.

1. My office has surveyed the Near East and South Asia Division, Latin America Division and Africa Division in the Directorate of Operations (DO). These surveys provided an opportunity to expand the list of interviewed Office of Communications (OC) employees beyond the approximately [REDACTED] contacted during the 1977 Inspector General Survey of OC.

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2. As in 1977, our concern is not whether OC management recognizes the various administrative and operational issues confronting OC; OC management has a very clear understanding both of the issues and what should be done to deal with them. The continuing interviews of OC employees confirm that a primary problem involving the professional and personal concerns of OC employees remains. I am pleased to note that these interviews indicate, however, that the overseas communicators are more willing than in 1977 to credit OC management with a more serious and effective effort to improve personnel management. On the other hand, the interviews indicate that OC management, at all levels, needs to reflect visibly, sensitivity, precision, frankness and timeliness in dealing with OC personnel.

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3. I recognize that many, if not all, of the matters outlined below are concerns expressed by communicators over the years. Nevertheless, I believe that the perceptions and comments of the communicators as gathered recently by the Inspectors may be of benefit to you.

A. Despite the availability of the 1977 IG Survey of OC in OC Headquarters, in the Area Headquarters and in some field stations, about one-half of the communicators interviewed in Latin America and Africa DO stations expressed little knowledge of precisely what personnel-related actions OC management has taken following the survey. We found many communicators who expressed doubt that significant changes would result.

B. The great majority of the interviewed communicators noted that there has been some increase in Quality Step Increases (QSI) and other awards. Despite this improvement, nearly one-half of the interviewed communicators still desire more tangible signs that their individual performances are well-regarded by OC management. Almost without exception, the communicators feel that promotions will be almost as difficult to obtain as in the past. They do believe that OC management should dispense more letters of commendation and appreciation, more QSIs and more monetary awards for innovative, cost-saving and operational improvement suggestions.

C. Almost all of the communicators at smaller field stations in Latin America and Africa consider that there is still a problem with "unnecessary" call-ins and extensions of regular shifts to cope with after-hours traffic generated by all OC customers. Less than ten percent of communicators who expressed an opinion believe that they should receive some (amount and type undefined) monetary compensation for being on on-call status.

D. There is a general acceptance among the interviewed communicators that the Expected Position Vacancy List system has the potential to improve the OC assignment and re-assignment process. The communicators are reasonably content with the assignments they receive. They almost unanimously view the process itself as very impersonal and mechanistic and still frustrating to them due to the frequent changes in assignments which create

inconsistencies in the amount of advance notice given to communicators on transfers and assignments. The recent creation of the OC Assignment Review Panel to deal with the problems of those communicators who have assignments they feel they cannot take seems relatively unknown to the overseas communicators.

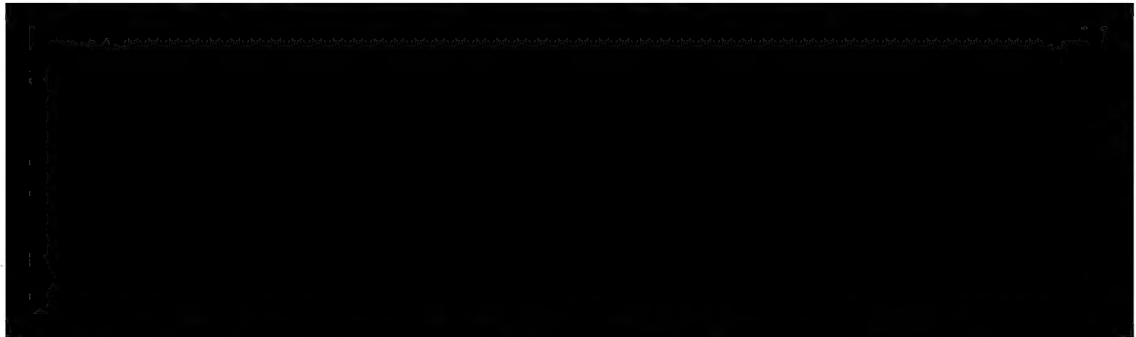
E. Although field station communicators receive visits from technical, engineering and communications security personnel, what they seem to desire is more frequent contact with the senior management of the Area Headquarters. Visits from, and subsequent career counselling by, Area Headquarters Chiefs and Deputy Chiefs are assessed by nearly half of the interviewed communicators as erratic and sporadic. The Inspectors found, however, that most communicators have a pragmatic, realistic, or somewhat pessimistic outlook regarding any drastic improvement in their career opportunities. Communicators in general expressed some apprehension about their ability to cope with future technological advances in communications without upgrading training.

F. The Inspectors generally found fewer complaints than in 1977 about OC's personnel policies. Despite the institution by OC of the requirement that at least two (or three) Fitness Reports and the last Competitive Evaluation Listing (CEL) are used in CEL panel deliberations, most communicators still felt disadvantaged by what they called the "whipsaw" assignments from one area to another. They still believe that panels do not take into consideration their cumulative performance record in the CEL deliberations.

G. The communicators stationed in countries where English is not the lingua franca expressed the view that they would feel more secure and comfortable if they and their spouses were allowed to acquire an elementary fluency in the local language prior to the assignment. Endemic to this apparent increase among communicators in the desirability of language training are the changing security and personal safety conditions in most areas of the world.

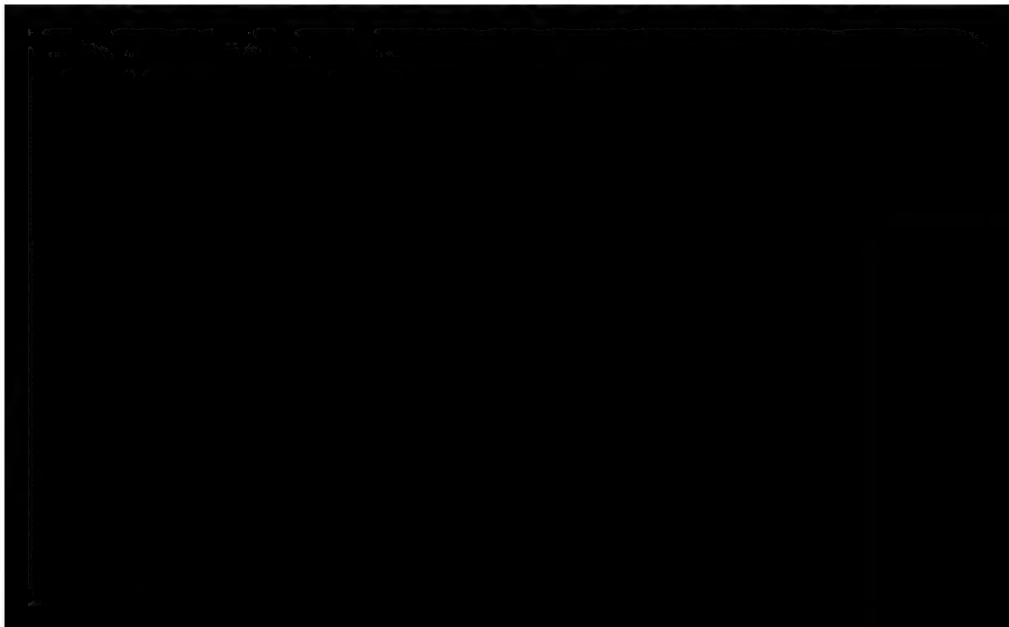
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I. The acknowledged stiff competition among communicators for promotions has led a small number of communicators to worry that OC's performance evaluation panels are focussing on how many "bad marks" a communicator has rather than on how well he performs his job.

J. Closely linked with the above perception is the belief among communicators who have not been promoted for several years that they get little meaningful advice from "career counselors" at OC Headquarters on how to enhance their chances for promotion.



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M. Two specific items arose for which I have these suggestions:

1). Communicators in Latin America questioned the necessity for Saturday morning duty often enough to merit the suggestion that the DDA and DDO consider whether more extensive use of SELCAL and SATCAL procedures might eliminate the need for Saturday morning duty except in crisis situations.

2). Both Chiefs of Station and communicators questioned the extent to which rating reports written on Communications Officers by Chiefs of Stations/Bases really had meaning in OC's performance evaluations of Communications Officers. I suggest that the DDA and DDO may want to issue a clarifying statement on this matter.

4. A recent case which came to my office revealed that OC does not maintain a written record of the meetings of the OC assignment panels beyond the cable correspondence which notifies communicators of their new assignments. I believe that some record, with due consideration given to protecting the privacy of the assignment panel officers, should be retained for a specified period of time to document the rationale for assignment to specific positions.

(signed)
John H. Waller

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